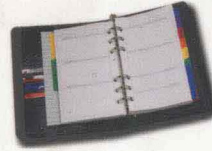




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Business and Administrative Communication

Kitty O. Locker



Seventh Edition

Business and Administrative Communication

KITTY O. LOCKER
The Ohio State University



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Kitty O. Locker is an Associate Professor of English at The Ohio State University in Columbus, Ohio, where she coordinates the Writing Center and teaches courses in business and technical discourse and in research methods. She has taught as Assistant Professor at Texas A&M University and the University of Illinois.

She has also written *The Irwin Business Communication Handbook: Writing and Speaking in Business Classes* (1993), coauthored *Business Writing Cases and Problems* (1980, 1984, 1987), and co-edited *Conducting Research in Business Communication* (1988). She has twice received the Alpha Kappa Psi award for Distinguished Publication in Business Communication for her article "'Sir, This Will Never Do': Model Dunning Letters 1592-1873" and for her article "'As Per Your Request': A History of Business Jargon." In 1992 she received the Association for Business Communication's Outstanding Researcher Award.

Her research in progress includes work on collaborative writing in the classroom and the workplace, and the emergence of bureaucratic writing in the correspondence of the British East India Company from 1600 to 1800.

Her consulting work includes conducting tutorials and short courses in business, technical, and administrative writing for employees of URS Greiner, Ross Products Division of Abbott Laboratories, Franklin County, the Ohio Civil Service Employees Association, AT&T, the American Medical Association, Western Electric, the Illinois Department of Central Management Services, the Illinois Department of Transportation, the A. E. Staley Company, Flo-Con, the Police Executive Leadership College, and the Firemen's Institute. She developed a complete writing improvement program for Joseph T. Ryerson, the nation's largest steel materials service center.

She has served as the Interim Editor of *The Bulletin of the Association for Business Communication* and, in 1994-95, as President of the Association for Business Communication (ABC). She edited ABC's *Journal of Business Communication* from 1998 to 2000.

In 1998, she received ABC's Meada Gibbs Outstanding Teacher Award.



BAC

Seventh Edition

August 1, 2004

Dear Student:

Business and Administrative Communication (BAC) takes the mystery out of writing and speaking effectively.

As you read,

- Use the Chapter Outline to preview what you'll learn. Check your understanding with the Summary of Key Points at the end of the chapter.
- Note the terms in boldface type and their definitions. In later chapters, the fast-forward and rewind arrows identify the page where the term is first defined.
- Use items in the lists when you prepare your assignments or review for tests.
- Use the examples, especially the paired examples of effective and ineffective communication, as models to help you draft and revise. Comments in red ink signal problems in an example; comments in blue ink note things done well.

The side columns offer anecdotes and examples that show the principles in the text at work in a variety of business and administrative situations. Some readers like to read all the sidebars first, then come back to read the chapter. Other readers prefer to take a break from the page to read the sidebar. The logos identify the kind of example:



International examples show how to apply or modify the principles when you communicate with international audiences.



Ethical and Legal examples alert you to ethical decisions and legal implications of business and administrative communication.



Technology examples show how technology can help create better messages and how technological changes affect the way people produce, transmit, and interpret business messages.



On-the-Job examples show the principles in the text at work.



Just-for-Fun anecdotes show the lighter side of business communication. Skip them if you're in a hurry, or read them just for enjoyment.

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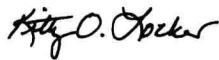
In addition, blue ribbons identify sidebar classics. These oldies but goodies are still relevant to today's business world.

When you prepare an assignment,

- Review the analysis questions in Chapter 1. Some assignments have "Hints" to help probe the problem. Some of the longer assignments have preliminary assignments analyzing the audience or developing reader benefits or subject lines. Use these to practice portions of longer documents.
- If you're writing a letter or memo, read the sample problems in Chapters 7, 8, and 9 with a detailed analysis, strong and weak solutions, and a discussion of the solutions to see how to apply the principles in this book to your own writing.
- Visit the BAC Web site @ www.mhhe.com/locker7e for practice exercises, more sample solutions with evaluations, and templates for letters, memos, and résumés.
- Remember that most problems are open-ended, requiring original, critical thinking. Many of the problems are deliberately written in negative, ineffective language. You'll need to reword sentences, reorganize information, and think through the situation to produce the best possible solution to the business problem.
- Learn as much as you can about what's happening in business. The knowledge will not only help you develop reader benefits and provide examples but also make you an even more impressive candidate in job interviews.

Business and Administrative Communication can help you develop the communication skills required for success in the 21st century. Have a good term—and a good career!

Cordially,



Kitty O. Locker
locker.1@osu.edu

BAC

Seventh Edition

August 1, 2004

Dear Professor:

Business and Administrative Communication (BAC) can make your job teaching business communication just a little bit easier.

You'll find that this edition of BAC is as flexible, specific, interesting, comprehensive, and up-to-date as its predecessors. The features teachers and students find so useful have been retained: the anecdotes and examples, the easy-to-follow lists, the integrated coverage of ethics and international business communication, the analyses of sample problems, problems, the wealth of in-class exercises and out-of-class assignments. But a good thing has become even better. This edition of BAC is the most effective teaching tool yet.

Major Changes in the Seventh Edition

Five major changes make the text even more useful:

- A new appendix has been added to accompany the new Manager's Hot Seat DVD—these video segments show managers responding to unscripted situations. The new Video Cases Appendix features discussion questions and writing assignments to reinforce chapter concepts.
- A new version of the BComm Skill Booster is available through the BAC Web site @ www.mhhe.com/locker7e. The Skill Booster is an Internet-based learning system that features interactive lessons for the Business Communication course. The new version has lesson material specific to *Business and Administrative Communication* as well as graded quizzing and progress reports to track student knowledge.
- Job search and résumé chapters now include more coverage of job objectives in résumés and handling in-depth interviews.
- A new Manager's Hot Seat DVD accompanying the text shows real business managers reacting to unpredictable situations. The new DVD showcases interactive activities, including business communication documents, and provides students an opportunity to apply what they learn from the text.
- New and revised chapter opening statements by business professionals and marginal sidebars keep the text up-to-date.

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Features Retained

BAC retains the features that have made it the number one book in business communication:

- **BAC is flexible.** Choose the chapters that best fit your course and your students. Choose from in-class exercises, messages to revise, problems with hints, and cases presented as they'd arise in the workplace. Many problems offer several options: small group discussions, individual writing, group writing, or oral presentations.
- **BAC is specific.** BAC provides specific strategies, specific guidelines, and specific examples. BAC takes the mystery out of creating effective messages.
- **BAC is interesting.** Anecdotes from a variety of fields show business communication at work. The lively side columns from *The Wall Street Journal* and a host of other sources keep students turning pages and provide insights into the workplace that business students demand.
- **BAC is comprehensive.** BAC includes international communication, communicating across cultures in this country, ethics, collaborative writing, organizational cultures, graphs, and technology as well as traditional concerns such as style and organization. Assignments allow students to deal with international audiences or to cope with ethical dilemmas.
- **BAC is up-to-date.** The seventh edition of BAC incorporates the latest research and practice so that you and your students stay on the cutting edge.

Supplements

The stimulating, user-friendly supplement package has been one of the major reasons that BAC is so popular.

1. The **Instructor's Resource Manual** contains
 - **Answers to all exercises**, an overview and difficulty rating for each problem, and, for several of the problems in the book, a detailed analysis, discussion and quiz questions, and a good solution.
 - **Additional transparency masters** with ready-to-duplicate examples and lecture points.
 - **Additional exercises and cases** for diagnostic and readiness tests, grammar and style, and for letters, memos, and reports.
 - **Lesson plans and class activities for each chapter.** You'll find discussion guides for transparencies, activities to reinforce chapter materials and prepare students for assignments, and handouts for group work, peer editing, and other activities.
 - **Sample syllabi** for courses with different emphases and approaches.
2. The **Test Bank** contains approximately 1,200 test items with answers and a difficulty rating for each.
3. Approximately 100 **color acetates** that represent figures in the text and expand on concepts in the chapters.

4. The **Instructor's CD-Rom** collects many features of the Instructor's Resource Manual, videos, PowerPoint slides, and lecture material in an electronic format.
5. The **BAC Web site** at www.mhhe.com/locker7e identifies sites for business, personal business, research, ethics, and job hunting. The @ icon in the text identifies where added information can be found. Additional exercises and quizzes are available to help students improve their writing and communication skills.
6. A **Computerized Test Bank** is available to qualified adopters in both Macintosh and Windows formats, and allows professors to generate and edit their own test questions.
7. The **Business Communication PowerWeb** site is an online resource that provides high-quality, peer-reviewed business communication content and Web links, as well as assessment, interactive exercises, and study tips. Access to PowerWeb is available through the accompanying text Web site.

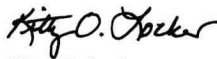
Continuing the Conversation

You can get more information about teaching business communication from the meetings and publications of The Association for Business Communication (ABC). Contact

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New York, NY 10010
Voice: 646-312-3727; Fax: 646-349-5297; E-mail: myers@businesscommunication.org

This edition incorporates the feedback I've received from instructors who used earlier editions. Tell me about your own success stories teaching *Business and Administrative Communication*. I look forward to hearing from you!

Cordially,



Kitty O. Locker
locker.1@osu.edu

All writing is in some sense collaborative. This book in particular builds upon the ideas and advice of teachers, students, and researchers. The people who share their ideas in conferences and publications enrich not only this book but also business communication as a field.

Many people reviewed the sixth edition, suggesting what to change and what to keep. Additional reviewers commented on drafts of the sixth edition or completed in-depth surveys, helping me further improve the book. I thank all of these reviewers for their attention to detail and their promptness!

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Mary Jane Ryals, *Florida State University*

Bruce Todd Strom, *University of Indianapolis*

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Bill Allen, *University of LaVerne*

Vanessa Arnold, *University of Mississippi*

Lynn Ashford, *Alabama State University*

Dennis Barbour, *Purdue University—Calumet*

Jaye Bausser, *Indiana University—Purdue University at Fort Wayne*

Carole Bhakar, *The University of Manitoba*

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Jan Barton-Zimmerman, *University of Nebraska, Kearney*

I'm pleased to know that the book has worked so well for so many people and appreciative of suggestions for ways to make it even more useful in this edition. I especially want to thank the students who have allowed me to use their letters and memos, whether or not they allowed me to use their real names in the text.

I am grateful to all the business people who were willing to interrupt busy schedules to write the chapter-opening statements for this book. The companies where I have done research and consulting work have given me insights into the problems and procedures of business and administrative communication. Special acknowledgment is due Joseph T. Ryerson & Son, Inc., which hired me to create the Writing Skills Program that ultimately became the first draft of this book. And I thank the organizations that permitted me to reproduce their documents in this book and in the transparency masters.

Alisha Rohde did library and Web research. Anna Chan and Terry Stanton helped me line up the business people whose profiles open each chapter. The book continues to incorporate the contributions of Bennis Blue, Susan Carlson, Kathy Casto, Jane Greer, Ruth Ann Hendrickson, Gianna Marsella, Scott Miller, Carole Clark Papper, Paula Weston, and Andrea Williams to earlier editions.

I would also like to thank Dorinda Clippinger for authoring the Instructor's Resource Manual and PowerPoint presentation and Stephen Soucy for revising the Test Bank.

My publisher, McGraw-Hill/Irwin, continues to provide strong editorial and staff support. I am particularly grateful to Andy Winston for his creative problem solving, patience, and encouragement, to Anna Chan for taking care of necessary details, and to Matthew Baldwin and Mary Conzachi for the appearance of the book.

And, finally, I thank my husband, Robert S. Mills, who continues to provide a sounding board for ideas, encouragement, and, when deadlines are tight (as they continue to be, even on this seventh edition), weekly or nightly rides to FedEx.

A Guided Tour

Business and Administrative Communication, by Kitty O. Locker, is a true leader in the business communications field. The 7th edition is designed to teach students how to think critically, communicate effectively, and improve written and oral business communication skills. These skills will successfully prepare students to meet a variety of challenges they may face in their future careers.

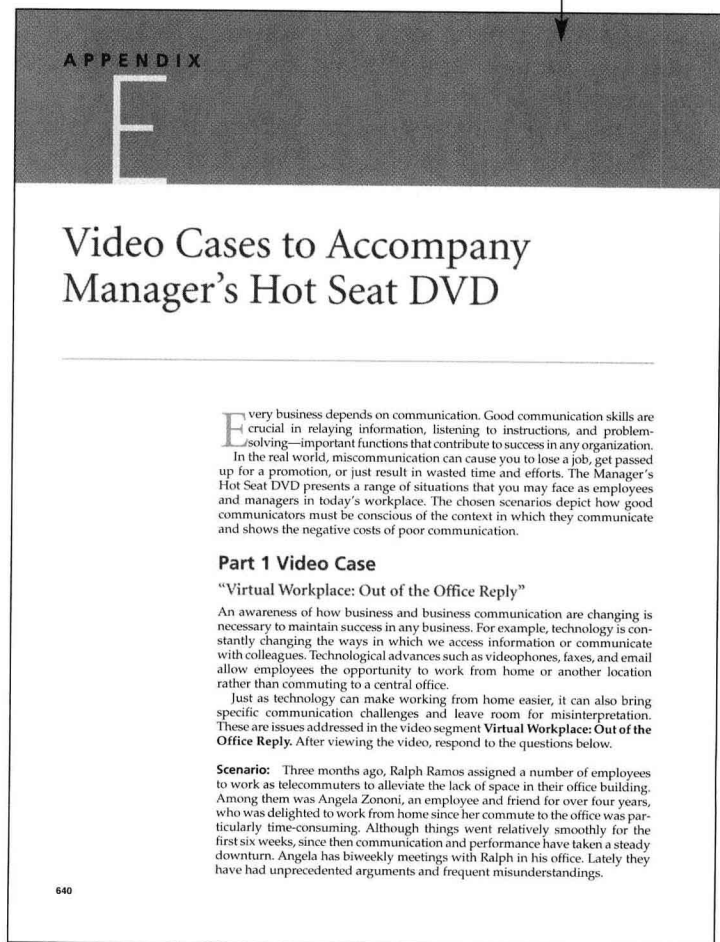
Beyond covering the broad scope of topics in both oral and written business communication, this text uses a student-friendly writing style and strong design element to hold student attention. In addition, real-world examples and real business applications underscore key material within the text.

We invite you to learn about this new edition and its features by paging through this visual guide.

CHAPTER PEDAGOGY

NEW APPENDIX—VIDEO CASES TO ACCOMPANY MANAGER'S HOT SEAT DVD

This new addition ties text material to the video lessons included in the new Manager's Hot Seat DVD. These video segments feature real managers in the "hot seat" responding to unscripted situations. The new video case studies showcase discussion questions and writing assignments to reinforce student learning of key text concepts.



AN INSIDE PERSPECTIVE

Each chapter is introduced with a real-world perspective. Real business professionals share on-the-job insight and advice relevant to the chapter's concepts. These opening statements set the stage for the chapter's goals and allow students a glimpse at how they contribute to effective business communication.

AN INSIDE PERSPECTIVE

Communicating across Cultures



Ellen S. Meyer, EHS Senior Manager
Global Ergonomic Program, Seagate Technology
Ellen Meyer manages ergonomic programs worldwide for Seagate Technology, a Fortune 500 software company.
www.seagate.com

Cultural awareness is important to global business and, partnered with good communication, is an ally in successful business worldwide. Culture is made up of agreed upon expectations when people interact. Specific behaviors or norms connected with certain groups need to be recognized in order to avoid misunderstandings. As an example, the use of pauses in conversation and silence varies from culture to culture. Many groups cannot tolerate long breaks in conversation; others look upon pauses as necessary times of reflection.

Nonverbal language plays a considerable role in cross-cultural communications as well. A significant behavior example is eye contact. During my career with a large software company I met with a very talented employee who talked with her eyes lowered the entire time. Women in her culture tend to avoid eye contact. If I had not known this I may have thought that she was uninterested or distracted during our meeting. When working with different cultural groups, it is important to understand and respect others' speech and behavioral identities.

Technology has also helped bridge the cross-cultural communication gap. The information age has allowed many of us to communicate through teleconferencing and video systems. As we work on vir-

tual teams all over the world, we hear the person at the other end of on a monitor. Through this medium see charts, drawings, facial expressions, body language that improves communication immeasurably. However, the form, it is key to focus on the good communication—concise writing, and attentive listening.

It is most important to remember that when communicating globally

"Communicating globally is both a skill and an art that requires diligence and sensitivity to understand and appreciate cultural differences."

it is good to provide a including background, particular roles to end identification participants to participate more fully in the discussion encourages diverse ideas. Use short, simple sentences and repeat important or complex statements in several ways. Pause from time to time to ask if the last point is clear. Follow up meetings with a written summary of discussion and action items to make sure that no miscommunication has occurred.

Taking the time to embrace that skill can be challenging, but can prove to be rewarding in both personal and professional aspects.

AN INSIDE PERSPECTIVE

Business Communication, Management, and Success



Peter Schube
Chief Operating Officer, The Jim Henson Company

The Jim Henson Company is recognized around the world as a leader in puppetry, groundbreaking computer animation, and film and television production. Mr. Schube oversees all of the Company's operations, and pursues new opportunities and strategic partnerships in all areas of the Company's business.
www.henson.com

Conventional wisdom says that effective communication is the key to success in business. For once, the conventional wisdom is correct, especially now that instant information flow has become the norm. The ability of individuals within an organization to communicate with each other and, in turn, of the entire organization to communicate its message to customers, is vital. Often, good things happen when you communicate; unfortunately, the opposite is also true when you don't.

While the business of The Jim Henson Company

may itself be unique, the same rules hold true for us. All day long, in three offices, on two continents, we focus on the business of creativity. We produce television shows and feature films, we license others to make products and toys, we have a Creature Shop that crafts special effects. But all of it comes to a halt if people don't communicate with each other. Imagine what would happen if the writers of a television series shooting in Australia forgot to tell our Licensing Group in Los Angeles that they've made a last minute change to the name, or the color, or even the look of a central character from that show. Before you know it, tool-and-die molds in a factory in the Far East will have been cut, and cut wrong, resulting in lost investment and lost

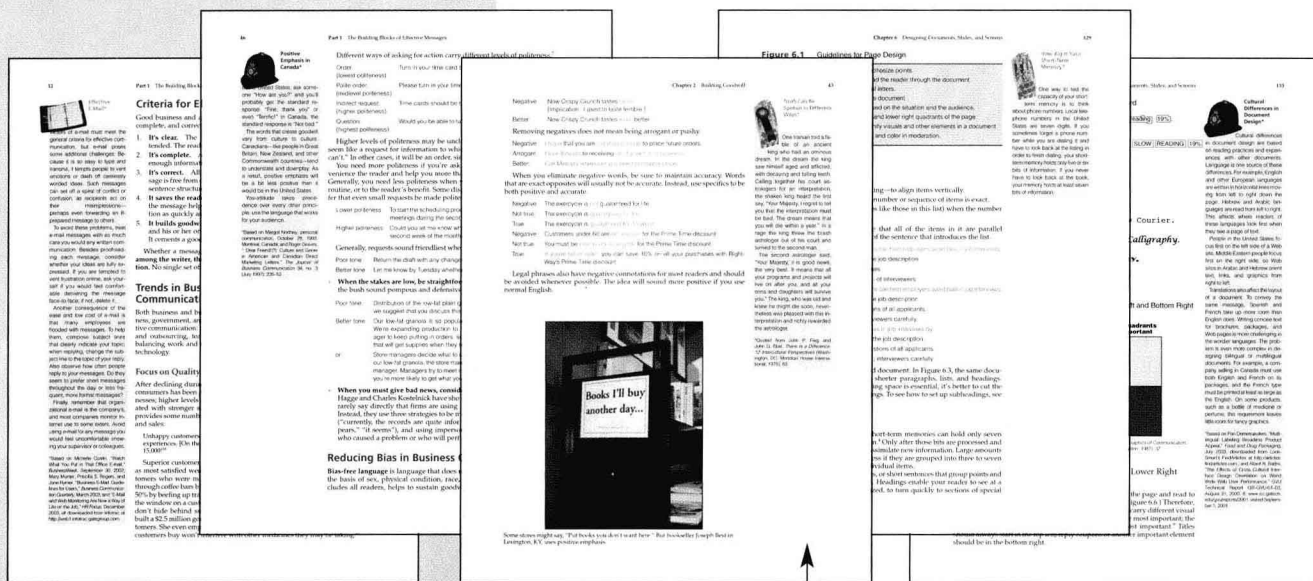
opportunity. But distance and time zones aren't the only obstacles; our workshop in New York City that makes Sesame Street's Muppets is just across town from where the show is produced. Proximity isn't a substitute for timely and effective communication; mistakes made 20 minutes away can be as disruptive and costly as those made halfway around the world.

Internal communication can be vital as well, as we learned when our company was put up for sale a few years ago. The sale process, conducted in a tortuous public auction, dragged on for 18 months.

People were dispirited, and openly feared for their jobs. Yet by keeping employees informed as much as possible, management made it possible for the group to refocus once a sale finally took place (the five children of the late Jim Henson reacquired the company in 2003).

Jim Henson himself used to talk all the time about the communicative power of his art, and how powerful a tool it could be. I don't believe it's a coincidence that Jim chose a device, in puppets, that on their own are inanimate and nonexpressive. His chosen medium put a premium on communication, and thanks to his skill and craft and genius, really, the world was made a better place. That's successful business communication.

"Effective communication is the key to success in business."



SIDEBARS

These novel and interesting examples effectively enhance student understanding of key concepts. Featured in the margins of every chapter, these sidebars cover topic areas that include: International, Legal/Ethical, Just for Fun, Technology, and On the Job. In addition, blue ribbons identify "Classic" sidebars.

INSITE LINKS

These helpful URLs point to Web sites that include organizations and resources of effective business communication. These examples underscore the role of the Web in business communication and serve to motivate and enrich the student learning experience. These Web sites cover a wide range of reference sources, including corporate, small business, nonprofit, and government Web sites.

Figure 1.6 Ethical Issues in Business Communication

Manner of conveying the message	Qualities of the message	Larger organizational context of the message
Language, Graphics, and Document Design <ul style="list-style-type: none"> Is the message audience-friendly? Does it respect the audience? Do the words balance the organization's right to present its best case with its responsibility to present its message honestly? Do graphics help the audience understand? Or are graphics used to distract or confuse? Does the design of the document make reading easy? Does document design attempt to make readers skip key points? 	<ul style="list-style-type: none"> Is the message an ethical one that treats all parties fairly and is sensitive to all stakeholders? Have interested parties been able to provide input into the decision or message? Does the audience get all the information it needs to make a good decision? Is information communicated in a timely way, or is information withheld to reduce the audience's power? Is information communicated in a schema the audience can grasp, or are data "dumped" without any context? 	<ul style="list-style-type: none"> How does the organization treat its employees? How do employees treat each other? How sensitive is the organization to stakeholders such as the people who live near its factories, stores, or offices and to the general public? Does the organization support employees' efforts to be honest, fair, and ethical? Do the organization's actions in making products, buying supplies, and marketing goods and services stand up to ethical scrutiny? Is the organization a good corporate citizen, helpful rather than harmful to the community in which it exists? Are the organization's products or services a good use of scarce resources?

www.ethicaction.com/recipients/index.html



For links to Web sites showing how some companies work to maintain high ethical standards, see the BAC Web site.

As Figure 1.6 suggests, language, graphics, and document design—basic parts of any business document—can be ethical or manipulative. Persuasion and gaining compliance—activities at the heart of business and organizational life—can be done with respect or contempt for customers, co-workers, and subordinates.

Ethical concerns start with telling the truth and offering good value for money. Organizations must be concerned about broader ethical issues as well: being good environmental citizens, offering a good workplace for their employees, contributing to the needs of the communities in which they operate.

Balancing Work and Family

The *Wall Street Journal* now runs a regular column on Work and Family. The *Montgomery Work/Life Alliance* reports that 78% of workers cited balancing work/life issues as their first priority. Companies are trying to respond. More than 60% of Fortune 500 companies offer flextime, telecommuting, or some other kind of flexible option. To make itself more family-friendly, Ernst & Young tells people not to check their e-mail on weekends or vacations, limits consultants' travel, and tries to redesign work loads so people won't burn out.²⁹ And some employees are lucky enough to have managers who think be-